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25 June 1971

MEMORANDUM FOR: Director of Personnel

SUBJECT : 24 June 1971 Progress Report
Overview History of Pers/Admin

1. With three months to go on the project and with the 'leave' season at hand, some long thoughts were given to the direction of the project from here out. The result is a new outline which is presented for your information as a kind of progress report and decision piece.

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2. The [REDACTED] interview on 14 June and the insights it gave into the scientific and engineering components and their personnel management sets the stage for the sixties which is the era now being studied. Other key interviews for this period will be with Bob Wattles and Emmet Echols.

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3. [REDACTED] (the DDS historian) was brought up to date on the project and given an outline, a listing of tapes, and a nine page excerpt of the text. He believes that the 'reasons for doing or not doing things' contained in the oral history should not be buried in the source references. He would advocate their inclusion in the text as much as possible. A debatable point!

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[REDACTED]

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Draft Outline (22 February 1971)

Overview History of Personnel Administration

CHAPTER I

EARLY HISTORY AND DEVELOPMENT

The Divided Administrative Legacy, SSU/CIG	Page 1
Early Organization and Staff	Page 13
The State of the Art 1947 - 1949 - The Meloon Study	Page 21
The Dulles and Eberstadt (Hoover Commission) Surveys 1948 - 1949	Page 32
Emergence of the Central Personnel Office, 1950	Page 39
Enlargement of Scope of Office Responsibilities	Page 48

CHAPTER II

THE CAREER PROGRAM AND PERSONNEL ADMINISTRATION 1952 - 1960

Factors in Diffusion of Personnel Authority	Page 57
Career Service Committee September 1951 - June 1952 (Planning)	Page 65
Career Service Board 1952 - 1954 (Implementation)	Page 72
The Career Council 1954 - 1962 (Coordination and Advice)	Page 77
Selection for the Career Service	Page 8
Designation to a Career Service, 1952 - 1954	
The First Round, Page 96	
The Professional Selection Panel, Page 98	
The Career Staff, 1954 - 1960, The Second Round, Page 105	
Career Conversion Program, The Third Round, Page 112	
A Word about the Office Boards	Page 113

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Chapter III

Basic Personnel Administration in the Fifties

Problems of the Meloon Period (July 1951 - March 1955) Page 130
(Rapid Expansion; Introduction of the Career Program; Establishing systems and controls; Conforming T/O's, ceiling and strength, Staffing the Office of Personnel; Entrance of OTR into the Personnel Business; Combining FI and PPT/OS into a DDP T/O; Divided Authority with the AD/Pers and the Career Services; Developing Regulations and Procedures; Crisis of Confidence in the OP; Resignation of the Personnel Director.)

The Holding Period 1955 - 1956 Page 155
(Technical Developments in Fitness Reporting, Records and Reports, Competitive Promotion Procedures, Test Application of the Staffing Complement, Flexible T/O concept; Return of OP to the DDS; Improved Staff Support to the Career Council.)

Rebuilding Lost Confidence, the Stewart Regime, January 1957 to June 1960. Page 164
(Self Administration of the Career Services; Surpluses and the Planning for the 701 Program; Age and Grade Distribution Studies; Early Retirement Studies and Legislation; ██████████ 25X1A
Control System; Controlled Staffing, A Manpower Control Program for the Clandestine Services; Outplacement Program; The Eight Hour Rule on Overtime Compensation and Revision of Personnel Regulations; New Compensation Plan; IG December 1959 Survey
Recommending Abolishment of the Career Council and Program.)

Chapter IV

(Under Development, 15 June 1971)

Personnel Administration in the Sixties, the Echols Incumbency, June 1960 to February 1968 Page 191
(Implementing the 701 Program; 1962 Report of Task Force on Personnel Management in the CIA; Super Grade Expansion and Drive to open up promotions; Supporting and Monitoring Role of D/Pers; Average Grade and Position Management Actions by the Bureau of the Budget; Executive Director and Manpower Controls; Passing of Career Council and the Career Staff; 1965 and after Impact of the Vietnam Conflict.)

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Chapter V
(To be Developed)

Administering to the Human Side, Overview
History of Employee Services

Chapter VI
(To Be Developed)

Changing Patterns of Personnel Administration, Where
Do We Go From Here

Index and Bibliography of Key Documents (To Be Developed)

(The Oral History Project now has 17 Tapes representing about thirty hours of tape (approximately two thousands words an hour). These tapes have been transcribed and excerpts used as source references in the Overview History representing about one half of the one hundred source references used in the history to date. (June 1971) Individuals interviewed to date include William J. Kelly, [REDACTED]

[REDACTED], George E. Meloon, [REDACTED], Lawrence K. White, [REDACTED], Gordon M. Stewart, [REDACTED]

[REDACTED] Those remaining to be interviewed include Robert S. Wattles, Emmet Echols, [REDACTED]

[REDACTED] Harry Fisher with a return trip planned to Colonel White, [REDACTED]

It is also planned to interview, time permitting one 'interval' CT graduate possibly [REDACTED] who is now in WH Division after serving a stretch on the Plans Staff and one external type.)

(Two other chapters were originally suggested. "The Island in the Sea of Government," would have traced the use of the special personnel authorities and the non-use from a personnel policy standpoint. "Process and Method, Fitting the Man to the Job," would have dealt with the search for a structure of personnel management, personnel requirements planning, and the use of ADP in personnel management. These are being shelved, at least temporarily.)

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